



The State of California

21st Century Project

Stepping into the Next Millennium

Issue #5

May 2000



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We Want to Hear From You

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The 21st Century Project will affect all State employees. In order to effectively meet the needs of employees, human resources/payroll offices, managers, supervisors, department, and central agencies, we are seeking your recommendations, comments, questions, or articles you would like to see in the newsletter.

Our e-mail address is:
21stcentury@ca.gov



Visit our web-site for the latest information on the 21st Century Project at:
www.21stcentury.ca.gov

Discussions and Demos...

The 21st Century Project continues with the alternative procurement process to select a vendor responsible for the design and development of a new State-wide Human Resource/Payroll system.

As stated previously, the alternative procurement process is an iterative, conversational mode of proposal development. It allows the State, working in confidence with each vendor, to assess and discuss the viability and effectiveness of the vendor's proposed methods of meeting the State's requirements. The process is a departure from the rigid "accept or reject" philosophy of traditional competitive procurements. It provides an opportunity for vendors to test and refine their solutions prior to development and formal submittal of their Draft and Final Proposals.

The procurement process, including development, submittal, review and approval of a Feasibility Study Report (FSR), is estimated to last about one year. We are still on target for a December, 2000 contract award.

The first phase of the procurement process discussed in the last newsletter, the Conceptual Proposal phase, has been completed. The procurement process continues into the second phase, which is the review and discussion of Draft Proposals.

Phase Two: Draft Proposals

The objective of the Draft Proposal is to provide the State with a complete proposal (except for cost data) prior to Final Proposal Submission. It allows the State and the vendor to interact so that the vendor can receive critical feedback

necessary in developing the best Final Proposal possible.

The RFP (Request for Proposal) requirements fall into three major categories:

- ◆ **Business Functions**
- ◆ **Technology**
- ◆ **Administrative**

In the Draft proposal phase, the State's procurement team is proceeding with review and vendor discussion activities along these three tracks.



Phase Three: Demonstrations

The business team created a script (comprised of business events) that emulates real business conditions that the vendor's proposed solution must be able to address. After the Draft Proposal discussions, participating vendors present script-based software product demonstrations.

Software product demonstrations provide the State the opportunity to "see" what the vendor provided in their written responses to the business requirements in the RFP. Additionally, the demonstrations will provide the vendor another opportunity to validate their understanding of the State's business requirements, and provide the State another opportunity to validate their understanding of the vendor's proposed solutions.



*Terry Bridges
Technology Project Manager*

On February 18, 2000, **Terry Bridges** joined the 21st Century Project as the Information Technology Project Manager. Terry brings to the project more than 22 years of information technology (IT) experience. He began his IT career in January 1978, with Teale Data Center. Approximately two years later, the State Controller's Office Personnel Payroll Services Division hired Terry to support the upcoming implementation of the (then new) Uniform State Payroll System. Terry participated in submitting the current payroll system's very first production cycle. Therefore, it is appropriate that he return, twenty years later, to assist in the development and implementation of the State's new integrated Human Resources System.

During Terry's IT career, he has worked in data center operations, production data guidance, data security coordination, technical support, application programming and project management. His most recent endeavor involved managing the State Controller's Office successful Year 2000 Program.

For the past sixteen years Terry has worked in the Information Systems Division of the State Controller's Office. He spent the majority of those years enhancing or developing computer applications to support the state's human resources program. Beginning in 1989 and for five years after, Terry managed the California

Leave Accounting System (CLAS) development project. During the same time period, with the help of family and great friends, Terry designed and initiated the construction of his own home. After nine months of successful CLAS production operation, but still working on his home, Terry accepted the position of senior technology lead for the department's Year 2000 Program. In December 1997, while enjoying his newly finished home, Terry took over as Program Manager for the Year 2000 effort.

Terry feels the Year 2000 Program Manager experience provided him a great learning opportunity. The program's successes and failures provided him many valuable lessons in the management of large projects. Today, he is much more cognizant that information technology projects exist because of business need not technology. Successful projects require management disciplines that extend beyond the faithful adaptation of systems development life cycles. He recognizes that successful project managers must control the project's scope, schedule and budget but has learned that accomplishing these objectives requires a sustained dedication to communication and risk management.

Terry is currently enrolled in the UC Davis project management certificate program. He expects to finish the final courses this summer. After receiving his UC Davis certificate, he plans to take the Project Management Institute's Project Management Professional (PMP) exam.

The 21st Century Project is an exciting venture that promises to provide substantial benefits to both State Government and its employees. Terry is pleased and proud to be a part of this endeavor.



*Lynn Morse
Staff Services Manager*

Lynn Morse brings over 25 years of state Human Resource background to the 21st Century Project. Twenty-three years of her experience has been with the State Controller's Office. Lynn began her SCO career in 1976 in the Civil Service Audit Section of Personnel/Payroll Services Division (PPSD). At that time the PIMS Employment History System had recently been implemented and Lynn's role was to assist in converting departments to PIMS and audit personnel transactions for compliance with state laws and rules.

Through the years with PPSP Lynn has worked her way up the ladder working on various aspects of the current Employment History and Payroll systems. It is likely that you are familiar with some of the projects she has been involved in. Lynn has developed new applications and made enhancements to the current system to assist state human resource staff. Examples of her contributions include:

◆ **Civil Service/Exempt Payscale (CSP)**

Lynn worked closely with DPA to develop requirements for the new online payscale that would be flexible to meet the challenges of collective bargaining negotiations. Although it was not designed for departmental use, CSP has since been made available to departments for viewing up-to-date information.

◆ IDLS Calculator

Due to the complex calculations required to determine supplementation for Industrial Disability Leave, Lynn developed calculation rules, requirements, and screens to assist departments determine supplementation and leave credits amounts.

◆ Converting departments to the California Leave Accounting System (CLAS)

Lynn's role was to develop the conversion process and define requirements to develop an automated conversion.

◆ Streamlining the Attendance Certification process

To accelerate the process of certifying attendance for negative payroll, Lynn enhanced the current process by decentralizing most attendance certification to departments.

Lynn brings to the 21st Century Project a strong background in HR business practices and exposure to a variety of data processing concepts. In her current position, Lynn is leading a team of business analysts responsible for the Employment business process. The Employment team developed the business requirements for the Employment, Recruitment, and Skills Inventory functions included in the 21st Century Project's Request for Proposal. Lynn and her team will be responsible for evaluating proposals to ensure that the new system will meet business requirements.

Lynn is very enthusiastic and is excited about procuring a new HR/Payroll system that will make the jobs of state personnel office staff easier and more efficient.



Debbie Lund
Human Resources Business Analyst

Debbie Lund recently joined DPA and the State of California, serving as a member of the 21st Century Project team. As a Human Resources Business Analyst, she brings with her, extensive experience in the area of Human Resources.

Previously Debbie spent 13 years at Cooperative Personnel Services (CPS), a California-based governmental consulting agency created to help public employers develop and enhance personnel programs. During that time she worked with high level teams on a variety of large-scale projects in such areas as Occupational Licensing, Testing, Selection, and Work Process Redesign.

Debbie believes the 21st Century Project is an opportunity to aid the evolution of efficient and user friendly business practices on a statewide level. She is in direct alignment with the Project's mission to obtain a proven, standardized method of HR and Payroll and feels the dynamic rewards of an automated environment will be recognized both departmentally and statewide.

For the next six months, Debbie will be working alongside fellow DPA Project Analyst, Gene Castillo, in conducting a statewide study to gather information on the existing processes of Timekeeping, Recruitment, Skills

Management, Performance Management, Safety and Incident Tracking and Case Management.

By using structured methodology for the study, Gene and Debbie will identify touchpoints for each process, the cost of doing business for these functions, document which departments have automated solutions, and gain an understanding of how each function is currently performed. DPA will present the findings to the departments involved, incorporating department input on the benefits or drawbacks of current business processes. If you have any questions regarding this study, Debbie Lund can be contacted at 916/324-0830 or via e-mail at: DebbieLund.dpa.ca.gov.

Debbie holds a BA degree in Sociology from CSUS, along with a certificate in Human Resource Management.

Visit the 21st Century Project's Webpage!

This newsletter is distributed quarterly but activities are happening with the 21st Century Project in between these times. Our Webpage is a great way to get up-to-date with the latest happenings; in addition you can also find the following:

- ◆ Project Overview
- ◆ CVD Executive Summary
- ◆ Civil Service/Judicial Model
- ◆ Alternative Procurement Approach
- ◆ Project Schedule
- ◆ Project Staff and Teams
- ◆ Request for Information
- ◆ Survey of System Features
- ◆ Project Newsletters
- ◆ Job Opportunities

Visit us at www.21stcentury.ca.gov

STATE CONTROLLER'S OFFICE
Personnel/Payroll Services Division
P.O. Box 942850
Sacramento, CA 94250-5878



***21st Century Project** is a periodic newsletter of the partnership of the Department of Personnel Administration and the Office of the State Controller. Suggestions and comments about the project and newsletter may be sent via:*

WEB-SITE - www.21stcentury.ca.gov

E-Mail - 21stcentury@ca.gov

MAIL - State Controller's Office

300 Capitol Mall, 8th Floor

P.O. Box 942850

Sacramento, CA 94250-5878

Attn: Bonni Silva

21st Century Project Management

DPA Nora Cheek (916) 324-0441

SCO Kip Gilbert (916) 324-6921

Editor Michi Vennery



NEXT ISSUE...

- ◆ Update on Procurement Phase
- ◆ More Staff Profiles
- ◆ Development of the **FSR**

Estimated Timeline for the Procurement Process

Supplier Proposal Evaluation	January-August, 2000
Feasibility Study Report (FSR) Development & Review	September-November, 2000
FSR Approval/Contract Award	December, 2000/January, 2001

